



The Global Institute for Conscious Leadership

White Paper

The Global Institute for Conscious Leadership was founded in May, 2012 as a crucible for the development of Conscious Leadership worldwide. The purpose of the Institute is to provide a place where leaders, who aspire to be Conscious Leaders, as well as their teams and their organisations, can come to gather knowledge and wisdom gained through the practical application of Conscious Leadership principles and share and collaborate with other Conscious Leaders.

The Challenge:

We have reached a crisis point in business and its leadership. An ongoing series of scandals has eroded our faith in once apparently rock-solid institutions and capitalism, and trust is in short supply, whether between customer and corporation or employer and employee. (Only 2% of investors believe that CEOs are “very trustworthy”; 72% believe that wrongdoing is commonplace at companies. *Source: Roper*). A new generation of employees, armed with global connectivity, altruistic values and disenchantment with the way things are, seeks a greater sense of purpose and meaning from work. Too few employees are fully engaged, empowered or committed to the organisations of which they form part, and the relationship between employees and employers is increasingly fragile. While leaders believe they are communicating vision and building trust, many employees often see self-aggrandisement, hear meaningless platitudes or feel resentful towards the increasing demands of executives who seem driven largely by their own self-interest. Eruptions like the Occupy movements of anti-capitalism and even anti-government protests are merely symptomatic of a wider and deeper problem with leadership and signify an urgent need for change. 2012 heralds a rise in the importance of ethics, in business and beyond.

Within this modern-day context, current models of leadership are no longer sufficient to meet the needs of an ever more challenging environment and the status quo is becoming ever less sustainable. Our desire for change is, however, limited by traditional thinking. Simply rearranging the deckchairs is not sufficient to meet the demands of our current business climate: what is being increasingly recognised amongst CEOs is the need for a complete paradigm shift. To make real progress, deal with increasing complexity, harness potential and deliver results that reward individuals, organisations, shareholders and all the stakeholders of business alike, a new approach is needed. **This is approach is Conscious Leadership.**

The Solution:

Business that shifts from 'me' to 'we' has the potential to positively impact everyone connected to it. Conscious leaders are key in bringing about this transformation. Conscious Leaders are characterised and enlightened by their lack of ego and stepping away from a 'me-first' mindset towards creating mutual benefits for all their stakeholders, not just themselves and their shareholders. They lead for the greater good, while still being motivated by profit – and in fact create companies that are far more profitable as a result. Research (Sisodia & Wolfe, 2007) shows them to be nearly nine times as profitable as those companies focusing on profit alone – and they have kept their competitive edge even during the global economic crisis.

The Conscious Leader thinks collectively, globally and considerately, and leads to benefit all stakeholders in the business, including individuals, teams, whole organisations, customers, suppliers, business partners, the community, society as a whole and the environment – in fact the 'greater whole' of which the business forms part.

Conscious leaders lead through the principles of conscious business, namely:

- Establishing a higher purpose that transcends just making a profit and energises and aligns everyone connected to the business.
- Working in complexity to mutually benefit and meet the needs of all stakeholders in the business in a truly win-win-win way.
- Creating management practices, operations and a culture that upholds this 'we-first' approach to business.

Adapted from source: The Conscious Capitalism Institute

The Conscious Leader:

The approach to Conscious Leadership at The Global Institute is based on direct observation of what makes this difference between competent and exceptional leaders: those who are able to bring about a good performance within their existing context – and those who are able to shift their context entirely to perform at exceptional levels and make an unprecedented difference. This approach to Conscious Leadership is based on the understanding that probably the single most important, yet largely unrecognised factor constraining exceptional leadership, is the **ego**.

More than half (51%) of business leaders estimate ego costs companies between six and 15% of annual revenue, and the majority (63%) claim it has a negative impact on performance.

Source: Markham and Smith, Egonomics

From Ego-full toward Ego-less Leadership:

“Ego is the invisible line on your P&L”

Source: Markham and Smith, Egonomics

Ego-full leadership is geared towards self-survival and relies on negative behaviours such as control, manipulation, risk aversion and blame. Ultimately it hinders performance at an organisational as well as an individual level, because self-protection gets in the way of collaboration and ability to be undefended for the sake of the greater game. Ego-less leadership on the other hand, takes these behaviours out of the equation and in their place brings clarity, empathy and authenticity; the ability to move out of reaction and get into creation of unprecedented results; and the ability to bring together seemingly competing and complex perspectives into higher order thinking, creating balanced, sustainable and high performing environments. The work of the Institute is to bring into sharp relief the profound impact of the ego on leadership effectiveness and assist leaders in being able to make the move from ‘me’ to ‘we’ in leadership and so work in pursuit of the greater good rather than personal glory. At a time when traditional leadership models are no longer enough to fulfil current needs, conscious leadership delivers trust, engagement and profit and can make the difference between good and truly exceptional results.

“Ego-less leadership creates more profitable, sustainable and compelling futures”

Our Vision:

At the Global Institute we develop Conscious Leaders. Our aspiration is to positively contribute towards achieving the 'tipping point' in Conscious Capitalism and how we do business worldwide by developing leaders who are moving from a predominantly ego-full toward an evermore ego-less way of doing business. We know that leaders have a tremendous influence and impact on their organisations, including the culture and the lives of everyone within them. Conscious leaders, especially when working together, have the potential to radically impact and positively influence business cultures, creating organisations which are a powerful and sustainable force for greater good across the world.

How we go about our mission:

- By providing thought leadership on the need for, nature and emergence of Conscious Leadership.
- By providing a hub for connecting Conscious Leaders and potential collaborators.
- By being a centre of learning, and advising on the development of Conscious Leadership and Conscious Business.
- By being a centre for collating and sharing best practice from successful Conscious Organisations and Conscious Leaders.
- Developing a Directory of Conscious Business to promote those companies dedicated to trail-blazing a different, more conscious way of leading and operating.
- By promoting Conscious Leadership through an annual conference which brings together the best of Conscious Leadership and Conscious Capitalism thinking.

For more information please contact:

Dr. Sarah A. Morris: sarahmorris@GIFCL.com

Gina Hayden: ginahayden@GIFCL.com

Media: media@gifcl.com

Website: www.gifcl.com